A Synopsis
On

EFFECTIVENESS OF HIGH-PERFORMANCE HUMAN RESOURCE PRACTICES THROUGH EMPLOYEE ENGAGEMENT: A STUDY OF INDIAN BANKING SECTOR

For

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Effectiveness of High-performance Human Resource Practices through Employee Engagement: A Study OF Indian Banking Sector

Synopsis of Research Project Undertaken By Mrs. Sunita Verma, Research Scholar, Faculty of Management Studies, Mody Institute of Technology & Science Lakshmangarh, Sikar, Rajasthan

Abstract

This study examined the direct relationship between High-Performance Human Resource Practices and Organisational Performance. Additionally, it also examined the mediating role of Employee Engagement on the direct relationship. Data was drawn from a sample of 500 respondents (managerial employees) from four public and four private banks of Rajasthan, India. The statistical results obtained in this study showed that High-Performance Human Resource Practices like participation and team work, result-oriented-appraisal, employment security and extensive training had a significant positive impact on organizational performance. The result also revealed the significant impact of High-Performance Human Resource Practices like participation and team work, result-oriented-appraisal; clear job description and extensive training on Employee Engagement. The Regression result showed that Employee Engagement fully mediates the relationship between High-Performance Human Resource Practices and Organisational Performance. The study also revealed a significant difference between public and sector banks with reference to High-Performance Human Resource Practices. Employee Engagement and organizational Performance.

Key Words: Strategic Human Resource Management, High-Performance Human Resource Practices, Employee Engagement and Organisational Performance

Introduction

One of the core principles of Strategic Human Resource Management (SHRM) is that organization performance is influenced by the way employees are managed considering them as source of competitive advantage.

Research in Strategic Human Resource Management has witnessed the changes in Human Resource and other management practices due to globalization, competition, technological advancement etc. As a result, organizations are making efforts adopt new workplace practices that can help in maintaining the level of High-performance. Different labels have been applied to theses practices like High-performance work systems, High-performance work practices, Performance-enhancing practice, High-performance work organization, New forms of work organization, High-involvement work systems, High-Involvement Work Practices, High-Performance practices, Human Capital- enhancing practices, High-Involvement Management, High-Commitment Management, High-Commitment Work Practices, High-Performance Human Resource Practices etc. However, this term is used in different studies by different names but it reflects various interconnected HR practices that attempt to enhance skills, participation and performance. Their common meaning and thread is that these practices enable the organizations to achieve high-performance by recognizing and leveraging employee's ability to create value.

However, considering that the literature highlights that most studies examining the relationship between High-Performance Human Resource Practices (HPHRP) and organization's performance have been conducted mostly in a few developed countries (US and UK), and that only a few researchers have measured high-performance human resource practices and organizational performance with the help of mediating variable in Indian context. To fill this gap and to further examine the existence of such a relationship, it is important to conduct research in Indian context. This study extends the existing literature in two ways. First, it focuses on the effect of High-Performance Human Resource Practices in Indian Service sector. Second, this study investigates the association between High-Performance Human Resource Practices and organization

performance with the help of mediating role of Employee Engagement in Indian Service sector.

Theoretical Background and Literature Review

Definitions

SHRM

Mello (2002) defines SHRM as "the development of a consistent, aligned collection of practices, programs (strategies), and policies to facilitate the achievement of the organization's strategic objectives".

High-performance human resource practices

SHRM practices have also been conceptualized as High-performance work practices or work practices (also referred in the related literature as strategic HR priorities, involvement work systems, high-performance work systems, high-performance organizations, high-commitment management etc.). Kramer (1992) defines it as, "those decisions and actions which concern the management of employees at all levels in the business, and which are related to the implementation of strategies directed towards sustaining competitive advantage". The terms "High-performance work systems", "High-performance work practices", "High-involvement", and "High-commitment" have been used in different studies to reflect to reflect various interconnected HR practices that attempt to enhance skills, participation, motivation and performance (Arthur 1994; Becker and Huselid, 1998; Delaney& Huselid,1996; Guthrie, 2001; Becker & Gerhart, 1996; Huselid, 1995; Way,2002). Evans et.al (2005) described HPWS as, "an integrated system of HR practices that are internally consistent (alignment among HR practices) and externally consistent (alignment with organizational strategy) that include selective staffing, self-managed teams, decentralized decision making, extensive training, flexible job assignments, open communication, and performance-contingent compensation". (Becker & Huselid, 1998; Guthrie, 2001; Pfeffer, 1998)

Employee Engagement

Kahn (1990) has defined it as the "harnessing of Organizational members' selves to their work roles". McCashland (1999) defined EE as 'commitment or engagement - an emotional outcome to the employee resulting from the critical components of the workplace. Miles (2001) described it as intensively involving all employees in high-engagement cascades that create understanding, dialogue, feedback and accountability, empower people to creatively align their subunits, teams and individual jobs with the major transformation of the whole enterprise.

Literature review

High-performance human resource practices

Research in strategic human resource management has examined the influence on organizational performance of high-performance human resource practices, which are coherent practices that enhance the skills of the workforce, participation in decision making, and motivation to put forth discretionary effort (Appelbaum, Bailey, Berg, & Kalleberg, 2000: 26). Human resource practices that SHRM theorists consider performance enhancing are known as high-performance work practices (HPWPs—Huselid, 1995). HPWPs include, for example, incentive compensation, training, employee participation, selectivity, and flexible work arrangements (Huselid, 1995; Pfeffer, 1998).

High-performance work systems assume employees are a primary source of competitive advantage that is difficult for others to imitate and that workers are capable of continuous improvement and will perform at higher levels if they are motivated to do so (Pfeffer, 1998a). Numerous studies now provide empirical support for the superiority of high-performance work systems for employee and organization-level performance (e.g., J. B. Arthur, 1992, 1994; Huselid, 1995; Ichniowski, Shaw, & Prennushi, 1997; MacDuffie, 1995; Way, 2002). Although there is some debate regarding the number of human resource practices that constitute a high-performance work system, it is generally agreed that they should be multiple and mutually reinforcing (Cappelli & Neumark, 2001; Huselid, 1995;).

High-performance Human Resource practices and organizational performance

The impact of HPHRPs on firm performance has received considerable attention in recent years (Godard and Delaney, 2000). Ichniowski, Shaw, & Prennushi (1997) have shown a positive relationship between configurations of "high performance" human resource (HPHR) practices such as extensive formal training programs, employee empowerment, and performance-based compensation and organizational performance. Sun et al. (2007) study revealed high-performance human resource practices to be related to the organizational performance indicators of turnover and productivity.

High-Performance Human Resource Practices and Employee Engagement

Rao and Prabhakar (2011) investigated the potential mediating relationship of employee engagement between job characteristics, perceived extrinsic & intrinsic rewards, perceived procedural justice, perceived distributive justice and perceived supervisor support on the one hand, and job satisfaction, job involvement, and organizational citizenship behavior on the other. Sardar & Saima (2011) investigated the impact of HR practices on employee engagement in banking sector of Pakistan.

Employee Engagement and organizational performance

Various studies have been conducted which indicated the positive relationship between employee engagement and organizational performance. Harter *et al* (2002:272) conducted a meta- analysis and confirms the connection between employee engagement and business results. Towers Perrin (2003) did useful comparison between a range of demographic segments, from job level (senior executive, director/manager, supervisor/foreman, specialist/professional, non-management salaried and non-management hourly) to industry category (non-profit, high tech, heavy manufacturing, insurance, pharmaceuticals, hospital and finance/banking). He found a pattern across the segments. The Gallup Organisation (2004) found critical links between employee engagement, customer loyalty, business growth and profitability. The International Survey Research (ISR 2005) has similarly found encouraging evidence that organizations can only reach their full potential through emotionally engaging employees and

customers. Highly engaged employees make a substantive contribution to their agency and may predict organizational success (Saks, 2006).

Employee Engagement as mediator: High-Performance Human Resource practices and organizational performance

The investigation of mediating variables in High-performance Human resource practices (numerous terminologies have been used in different name by different authors) and organizational Performance has gained importance and as a priority in the field of SHRM (Becker and Huselid, 2006). Chen (2000) tested the relationship among job resources and employee turnover intention and also explored whether engagement mediates the relationship. Saks (2006) empirically tested the model of the antecedents and consequences of employee engagement. Chung (2010) examined the extent to which the engagement of employees in their work mediates the relationship between their performance and the job resources that organizations provide.

High-performance Human Resource Practices, Employee Engagement and Organisational Performance in Banking Sector

Khera (2010) in her study found significant relation of employee productivity with human resource practices including selection, employee benefits, compensation, training and staffing practices in Indian Banks. Bhargava (2010) studied the impact of Human resource in Public and Private commercial banks. Two Banks was chosen from both sector and managerial staff was taken as respondent. The study found that both banks are using different human resource practices at almost same level and employees of different age and experience group are satisfied at same level. Qureshi et al (2010) in their study concluded that all tested variables have a positive relation and impact on financial performance of banks but the major contributory practices are selection, training, compensation and employee participation. Khalid and Irshad (2010) study revealed that employees of private banks were more satisfied with pay, recognition, and working hours as compared to public sector bank employees. Whereas, the employees of public sector were satisfied with job security as compared to private sector bank employees.

CONCEPTUAL FRAMEWORK AND MODEL

Based on the synthesis of the past research, the hypothesized relationships discussed are depicted in Figure 1. The conceptual framework proposes that high-performance human resource practices are posited to have direct association with employee engagement. In addition, both High-performance human resource practices and employee engagement are posited to have a direct influence on the performance. Plus, it is hypothesized that relationship between High-Performance Human Resource Practices and performance is mediated by employee engagement. Lastly employee engagement practices are posited to have direct association with performance.

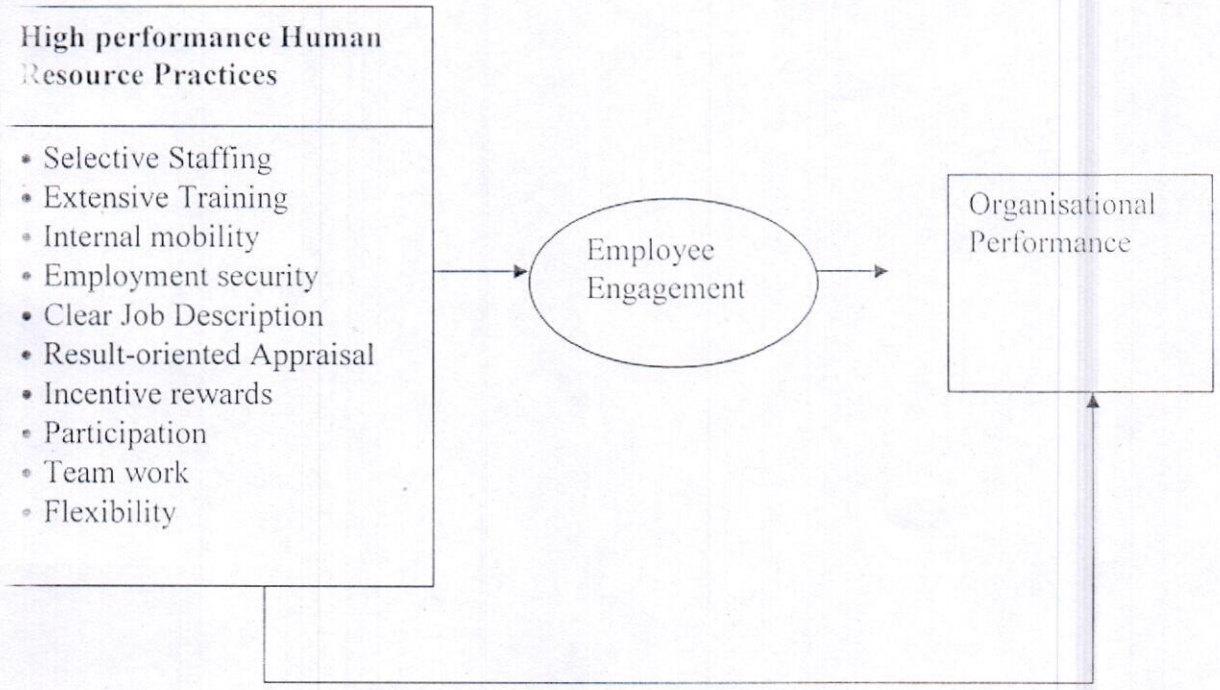

TABLE 1 MEASUREMENTS OF CONSTRUCT

Constructs	Sources
High-performance human resource practices • Selective staffing, Extensive training, internal mobility, Employment security, Clear Job Description, Result-oriented Appraisal, Incentive rewards and participation. • Team work & Flexibility	Sun *et al.*, 2007
Employee Engagement Practices	Wellins *et al,* 2004
Organisational performance	Katou and Budhwar, 2006

Research Gap

1. The literature highlights that most studies examining the relationship between High-Performance Human Resource Practices and organization's performance have been conducted mostly in a few developed countries (US and UK), and that only a few researchers have measured high-performance human resource practices and organizational performance with the help of mediating variable in Indian context. To fill this gap and to further examine the existence of such a relationship, it is important to conduct research in Indian context.
2. In the academic literature, employee engagement has rarely been used as mediating variable for scientific investigation in Indian public and private sector banks.

Objectives of the study

1. To establish the relationship between High-performance Human Resource Practices and organizational performance.
2. To determine the impact of High-performance Human Resource Practices on Employee Engagement.
3. To establish if Employee Engagement mediate the relationship between High-performance Human Resource Practices and organizational performance
4. To establish the relationship between Employee Engagement and organizational performance.
5. To find out whether there is any significant difference between Public & Private banks with reference to High-performance Human Resource Practices.
6. To find out whether there is any significant difference between Public & Private banks with reference to Employee Engagement,
7. To find out whether there is any significant difference between Public & Private banks with reference to Organisational Performance.

Hypotheses of the study

On the basis of preliminary investigation researcher had developed the following hypothesis:

H1: There is positive relationship between High-performance Human Resource Practices and organizational performance.

H1a: There is impact of selective staffing on organizational performance.

H1b: There is impact of extensive training on organizational performance

H1c: There is impact of internal mobility on organizational performance

H1d: There is impact of employment security on organizational performance

H1e: There is impact of clear job description on organizational performance

H1f: There is impact of clear result-oriented appraisal on organizational performance

H1g: There is impact of incentive rewards on organizational performance

H1h: There is impact of participation on organizational performance

H1i: There is impact of team work on organizational performance

H1j: There is impact of flexibility on organizational performance

H2: There is impact of High-performance Human Resource Practices on Employee Engagement.

H2a: There is impact of selective staffing on Employee Engagement.

H2b: There is impact of extensive training on Employee Engagement.

H2c: There is impact of internal mobility on Employee Engagement.

H2d: There is impact of employment security on Employee Engagement.

H2e: There is impact of clear job description on Employee Engagement.

H2f: There is impact of clear result-oriented appraisal on Employee Engagement.

H2g: There is impact of incentive rewards on Employee Engagement.

H2h: There is impact of participation on Employee Engagement.

H2i: There is impact of team work on Employee Engagement

H2j: There is impact of flexibility on Employee Engagement.

H3: Employee Engagement mediates the relationship between High-performance Human Resource Practices and organizational performance.

H4: There is positive relationship between Employee Engagement and organizational performance.

H5: There is a significant difference between Public & Private banks with reference to High-performance Human Resource Practices.

H6: There is a significant difference between Public & Private banks with reference to Employee Engagement.

H7: There is a significant difference between Public & Private banks with reference to Organizational Performance

Scope and relevance of the study

The impact of High-Performance Human Resource Practices and Organizational Performance has emerged as the dominant research area in the field of Strategic Human Resource Management.

Most of the studies examining the relationship between High-Performance Human Resource Practices and organization's performance have been conducted mostly in a few developed countries, and that only a few researchers have measured high-performance

man resource practices and organizational performance with the help of mediating iable in Indian context. To fill this gap and to further examine the existence of such a ationship, it is important to conduct research in Indian context. This study extends the sting literature in two ways. First, it focuses on the effect of High-Performance Human source Practices in Indian Service sector. Second, this study investigates the ociation between High-Performance Human Resource Practices and organization formance with the help of mediating role of Employee Engagement in Indian Service tor. Hence, the findings of this research will be helpful to managers to examine the cess of HPHRP so that it leads to higher employee engagement and organizational formance. As well as, this study will help managers to make necessary changes of rently used HR practices. Finally, findings of this can be used to increase the formance of public and private sector banks in India which will contribute in the nomic development of the country.

search Methodology

research is exploratory in nature which uses primary sources of data, collected ough questionnaire. 600 questionnaires were administered.

pulation

is study focuses on HPHRP, Employee Engagement and organizational performance in lic and private sector banks in Rajasthan, India. The population of this study is all nagerial employees working in different branches of public and private sector banks in jasthan, India.

mple

r public sector banks and four private sector banks have been selected to find out the ationship between HPHRP, Employee Engagement and organizational performance, to ow whether Employee Engagement mediate the relationship between HPHRP and anizational performance and to find out whether there is any significant difference ween public and private sector banks with reference to HPHRP, Employee gagement and Organisational Performance. Based on probability sampling procedure, ltistage stage sampling was used for selecting respondents to the sample.

ta Collection

the purpose of the study, a structured questionnaire consisting of 56 questions was le to collect the data. The questionnaire was organized in three sections and was used ollect primary data. Section one consists of 29 questions which solicited information rding HPHRP. Section B comprises of 20 questions designed to test employee agement practices. Section C consists of 7 questions related to organizational formance. A five point likert scale has been used in the questionnaire. The scaling is: rongly agree, 4 agree, 3 can't say, 2 disagree and 1 strongly disagree. Pilot study has n done in public and private sector banks in Sikar district, Rajasthan. No lifications done in the questionnaire after pilot study as no variables were dropped. final questionnaire has been surveyed for the purpose of data collection from the vant geographic area. However, only 500 questionnaires were fit for analysis.

asurement and Data Analysis

1. To identify the factors of High-performance human resource practices factor analysis has been used.
2. To test the hypothesis correlation and regression analysis has been applied.
3. To test the proposed model regression analysis has been used.
4. To compare between public and private sector banks T-used has been applied.

ults and Conclusion

The factor analysis result of this scale showed eight distinct factors, which did not firmed to the original scale. The item number F1 was dropped as it had a loading of ow .50. The Eigen value for Participation & Team Work was 3.1, for Internal Mobility was 2.9, for Training it was 2.8, for Recruitment & Selection it was 2.5, for Job cription it was 2.3, for Performance Appraisal it was 1.8, for Job Security it was 1.5

l for Incentive Rewards it was 1.5. All the five factors together accounted for 66.76 per

t of variance. A summary of factor analysis result is presented below (Table 1 & 2)

le 1 A summary of factor analysis for High-Performance Human Resource Practices

Factor1		Factor2		Factor3		Factor4	
Participation &Team Work		Internal Mobilty		Training		Recruitment & Selection	
Variable	Loading	Variable	loading	Variable	Loading	Variable	Loading
P2	0.784	IT1	0.834	ET1	0.849	SS2	0.802
P4	0.724	IT5	0.802	ET3	0.820	SS3	0.786
P3	0.669	IT3	0.801	ET2	0.810	SS4	0.780
P1	0.664	IT2	0.778	ET4	0.801	SS1	0.700
TW1	0.626	IT4	0.452				
F2	0.567						
Eigen Value	3.1	2.9		2.8		2.5	
rcent of Variance	11.35	10.63		10.01		8.95	
Total Variance	66.76						

le 1 B summary of factor analysis for High-Performance Human Resource Practices

Factor5		Factor6		Factor 7		Factor 8	
b Description		Performance Appraisal		Job Security		Incentive Rewards	
Variable	Loading	Variable	Loading	Variable	Loading	Variable	Loading
JB1	0.848	ROA1	0.784	ES1	0.843	IR1	0.826
JB2	0.825	ROA2	0.747	ES2	0.749	IR2	0.627
JB3	0.590						
Eigen Value	2.3	1.8		1.5		1.5	
Percent of Variance	8.38	6.5		5.46		5.45	
Total variance	66.76						

ble 2: Summary of the result of tested hypotheses

potheses	Statements	Result
	There is a positive relationship between High-performance Human Resource Practices and organizational performance.	Accepted
(a)	There is impact of selective staffing on organizational performance	Rejected
(b)	There is impact of extensive training on organizational performance	Accepted
(c)	There is impact of internal mobility on organizational performance	Rejected
(d)	There is impact of employment security on organizational performance	Accepted
(e)	There is impact of clear job description on organizational performance	Rejected
(f)	There is impact of clear result-oriented appraisal on organizational performance	Accepted
(g)	There is impact of incentive rewards on organizational performance	Rejected
(h)	There is impact of participation on organizational performance	Accepted
(i)	There is impact of team work on organizational performance	Accepted
	There is a positive relationship between High-performance Human Resource practices and employee engagement.	Accepted
(a)	There is impact of selective staffing on Employee Engagement.	Accepted
(b)	There is impact of extensive training on Employee Engagement.	Accepted
(c)	There is impact of internal mobility on Employee Engagement.	Rejected
(d)	There is impact of employment security on Employee Engagement.	Rejected
(e)	There is impact of clear job description on Employee Engagement.	Accepted
(f)	There is impact of clear result-oriented appraisal on Employee Engagement.	Accepted
(g)	There is impact of incentive rewards on Employee Engagement.	Rejected
(h)	There is impact of participation on Employee Engagement.	Accepted
(i)	There is impact of team work on Employee Engagement.	Accepted
	Employee Engagement mediates the relationship between High-performance Human Resource Practices and Organizational Performance.	Accepted

	There is a positive relationship between Employee Engagement and Organizational Performance	Accepted
	There is a significant difference between Public & Private banks with reference to High-performance Human Resource Practices.	Accepted
	There is a significant difference between Public & Private banks with reference to Employee Engagement.	Accepted
	There is a significant difference between Public & Private banks with reference to Organizational Performance.	Accepted

Hypotheses presented in Table 2 were empirically tested on sample of 500 pondents from public and private sector banks in Rajasthan, India by using correlation, ression and T-test. The objective of the current study was to examine the direct tionship between HPHRP and organizational performance, as well as indirect tionship between HPHR practices and organizational performance via Employee gement and also to find out whether there is any significant difference between lic and private sector banks with reference to HPHRP, Employee Engagement and nisational performance. The statistical results obtained in this study showed that M practices have a significant positive impact on organizational performance. .The lt reveals that *participation & team work* (t = 13.336; p = 0.000), *result-oriented aisal* (t = 4.623; p = 0.000), *employment security* (t = 3.583; p = 0.000), *extensive ing* (t = 3.59; p = 0.000), emerged out as the significant dimensions in explaining the nce in organizational performance where as internal mobility (t = -1.788; p =0.074, tive rewards (t =0.049; p =0.961), clear job description (t =1.816; p =0.070) and tive staffing (t =1.592; p =0.112) emerged out as insignificant dimensions in ining the variance in organizational performance. Participation and team work had rongest effect on organizational performance with a standardized beta of 0.520.

result also reveals the significant impact of HPHRP on Employee Engagement. rding to the result *participation & team work* (t = 15.928; p = 0.000), *result-oriented aisal* (t = 6.135; p = 0.000), *clear job-description* (t = 5.369; p = 0.000), *extensive ing* (t = 4.293; p = 0.000), *selective staffing* (t = 2.575; p = .010) emerged out as the ficant dimensions in explaining the variance in employee engagement where as nal mobility (t = -1.471; p =0.142), employment security (t =1.919; p =0.56) and tive rewards (t =.077; p =0.939) emerged out as are insignificant dimensions in

aining the variance in employee engagement. Participation and team work had the gest effect on employee engagement with a standardized beta of 0.542.

result also supported that Employee Engagement has a mediation effect on tionship between HRM practices and organizational Performance. From the results, oefficient of determination (R^2) increased from .54 to .85. In Model 1, the coefficient termination (R^2) is .54 indicating that 54 percent of the variation in organisational rmance is explain by the eight factors. Factor 1(β=.52, p<.05), 3 (β=.11, p<.05), 5 .13, p<.05) & 6 (β=.17, p<.05) are found to have direct impact on organisational rmance. The results revealed the significant relationship between High-performance an resource practices and organizational performance (p<.05) in Model 1. In Model he inclusion of employee engagement as mediating variable revealed significant tionship between High-performance human resource practices and organizational rmance.

result (t=17.665, p=0.000) show that there is impact of employee engagement on nisational performance. Thus, hypothesis 4 has to be accepted as the result has been antiated the hypothesis that employee engagement has a significant effect on nizational performance.

tudy also revealed that there exists significant difference between public and sector s with reference to High-Performance Human Resource Practices which includes *nal mobility* (t=.139,p<.05), *Recruitment and Selection* (t=.252, p<.01), *Performance raisal* (t=.170, p<.05), *Job Security* (t= .196, p<.05) and *Incentive Rewards* (t=.473, 01), *Employee Engagement* (t=.157, p<.05) and *organizational Performance* (t=.216, 01). The research findings empirically confirm some of the theoretical arguments nted in the literature.

nitations of the study

Considering the exploratory nature of the study and the methodology used for the lysis of the data, certain limitations were identified.

1. The present study mainly emphasized on quantitative data, while there were some interviews conducted, they only examined a few specific issues. Understanding of this concept would be greatly enhanced if supplemented by qualitative data.
2. Another limitation of this study was a lack of generalizability. The findings of this study cannot be extended to all types of service and manufacturing organizations, as only Banking Sector was included in the sample. While it is quite possible that these findings may or may not hold true in other service settings. Therefore, future research should include various other service settings to increase its generalizability.
3. The length and perceived redundancy of the questionnaire was another limitation. Given the numerous antecedents and outcomes that were measured, the questionnaire contained lot of questions. In addition, many of the items were worded in similar fashion, which gave the appearance of redundancy. This combination of length and redundancy increased the risk of error resulting from respondents not fully reading the questions located towards the end of the questionnaire. Since number of scale items were reverse scored, failure to fully read these items would have led to rather low reliabilities. Given that most of the reliabilities were rather high; this potential limitation did not appear to have been a problem.
4. SEM could have been used to analyze the data putting all the variables into a model to test its validity.

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